

EXHIBIT F-39 (Part I)

UNREDACTED VERSION OF DOCUMENT
SOUGHT TO BE SEALED

Career Path Roadmap



Crew Trainer Learning Path

SOC Verification
1 course

Orientation
4 courses

Training
3 courses

Verification
2 courses

Orientation
8 courses

Area Management
7 courses

Shift Management
8 courses

ServSafe
1 course

Intro to Management
3 courses

Department Manager Learning Path

Orientation
7 courses

Shared Courses
4 courses

Guest Services
5 courses

Kitchen
9 courses

People
13 courses

Shared Course
1 course

Leadership Capstone
3 courses

General Manager Learning Path

Orientation
8 courses

Business Leadership
1st Semester
10 courses

2nd Semester
9 courses

Capstone
4 courses

Mid-Manager Learning Path Consultant/Supervisor

Getting Started
4 courses

Transition to Role
7 courses

Growing in Position
3 courses

Preparing for More
1 course

Mid-Manager Learning Path Manager/Director

Getting Started
4 courses

Functional Training & Certification
8 courses

Transition to Role
7 courses

Growing in Position
3 courses

Preparing for More
1 course

ICON LEGEND

- Quality
- Restaurant Ops
- People Development
- Self-Development
- Verification
- Learning

EXHIBIT

39

Haynes-Watts

7-29-16

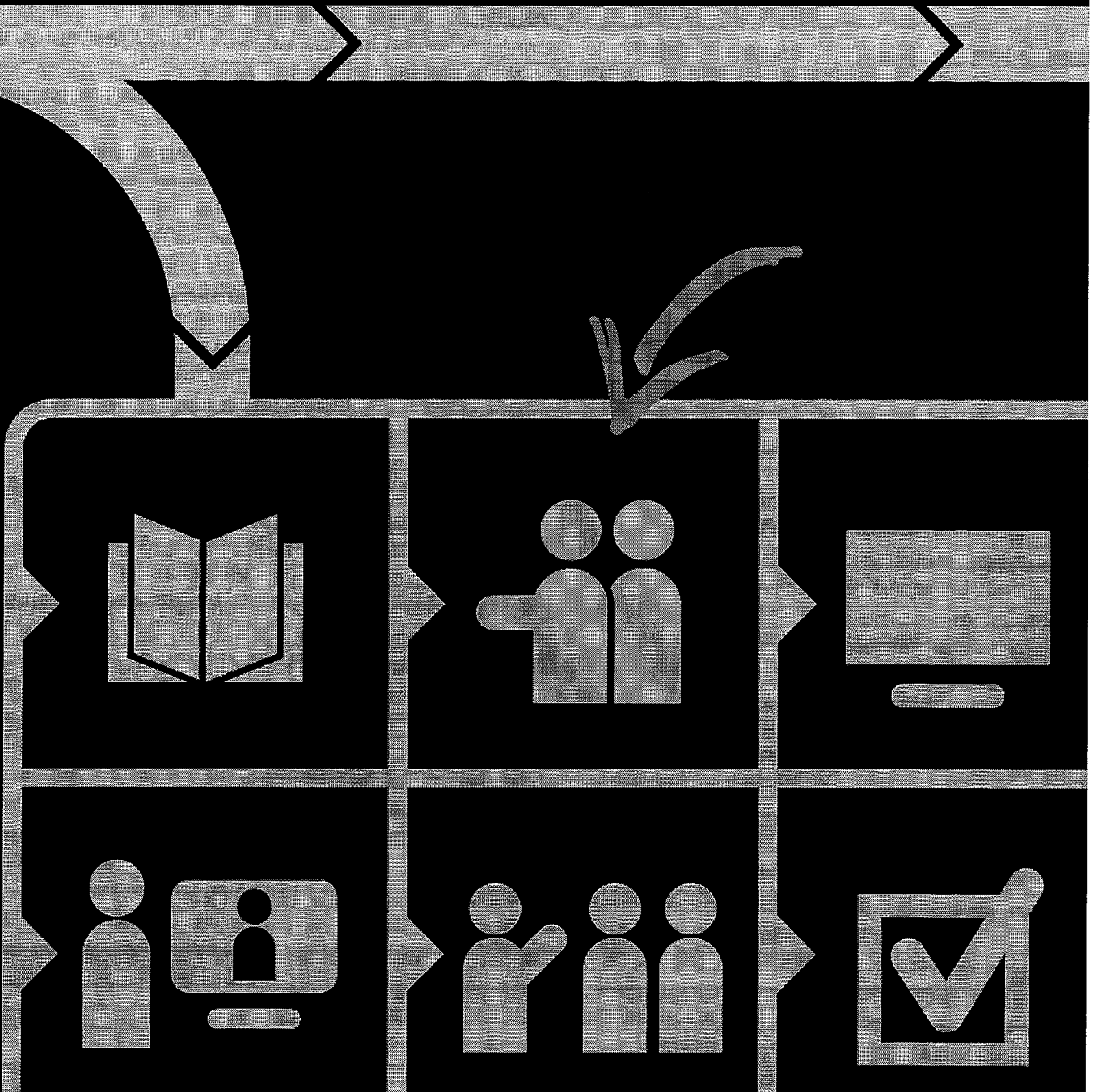
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Crew Trainer Learning Path

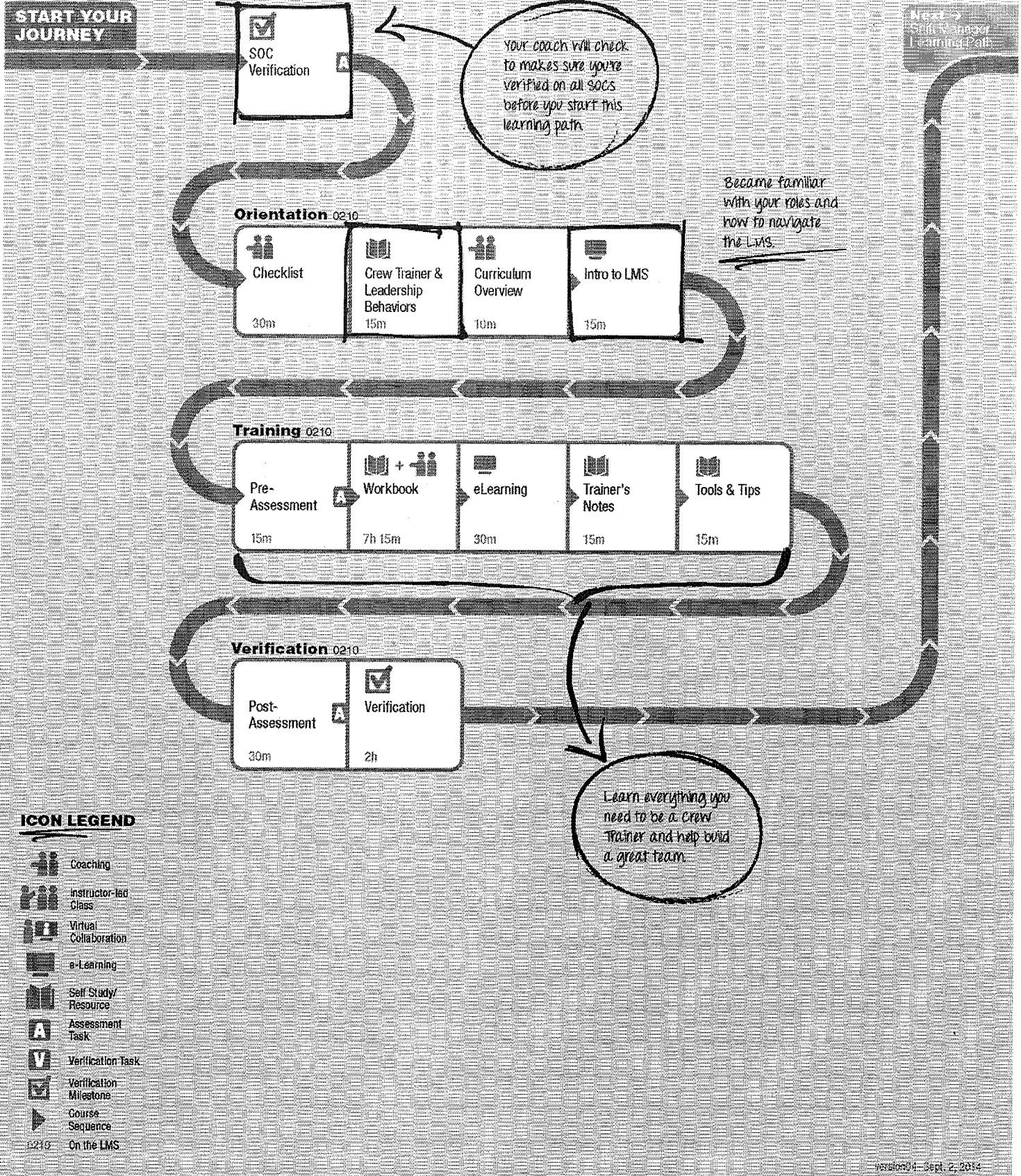
**Learn to build your crew's capability
to deliver Quality, Service, Cleanliness
and Value**



Crew Trainer Learning Path

2






Roadmap








Crew Trainer Learning Path**3****Learner's Guide**

Crew trainers teach, coach, and demonstrate to crew how to perform station procedures. They demonstrate how each station delivers our brand promise: Quality, Service, Cleanliness, and Value. And they take a big step toward growth and future leadership. That will be you—once you complete this learning path.

Orientation

<i>Your course</i>	<i>On LMS</i>	<i>What you'll do</i>
SOC-Verification 	N/A	Verify with your People Manager that you properly follow the procedures outlined in the Station Observation Checklist (SOC) at the appropriate stations.
Orientation Checklist  30m	0210	Print this checklist and walk through it with your coach to find out what you need to get started. Check off each item as your coach reviews it. Access learning items in the Learning Management System (LMS).
Role Profile & Leadership Behaviors  15m	0210	Review this important resource to be sure that you understand the responsibilities and expectations of the Crew Trainer role.
Curriculum Overview  10m	0210	Review this tool with your coach during orientation to understand your learning path.
Introduction to the LMS  15m	0210	Crew Trainers review this e-Learning to learn how to navigate the LMS.

Training

<i>Your course</i>	<i>On LMS</i>	<i>What you'll do</i>
Pre-assessment Workbook e-Learning Trainer's Notes Tools & Tips  15m  5h 30m  30m  2h 15m  30m	0210	See the big picture of crew member training plans and requirements. Find out how to build your crew's confidence and positive attitude—helping your restaurant deliver the McDonald's Brand Promise. Learn to communicate with crew members and provide helpful feedback, as well as how to conduct your first crew member station training.

Crew Trainer Learning Path
Learner's Guide continued

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Verification

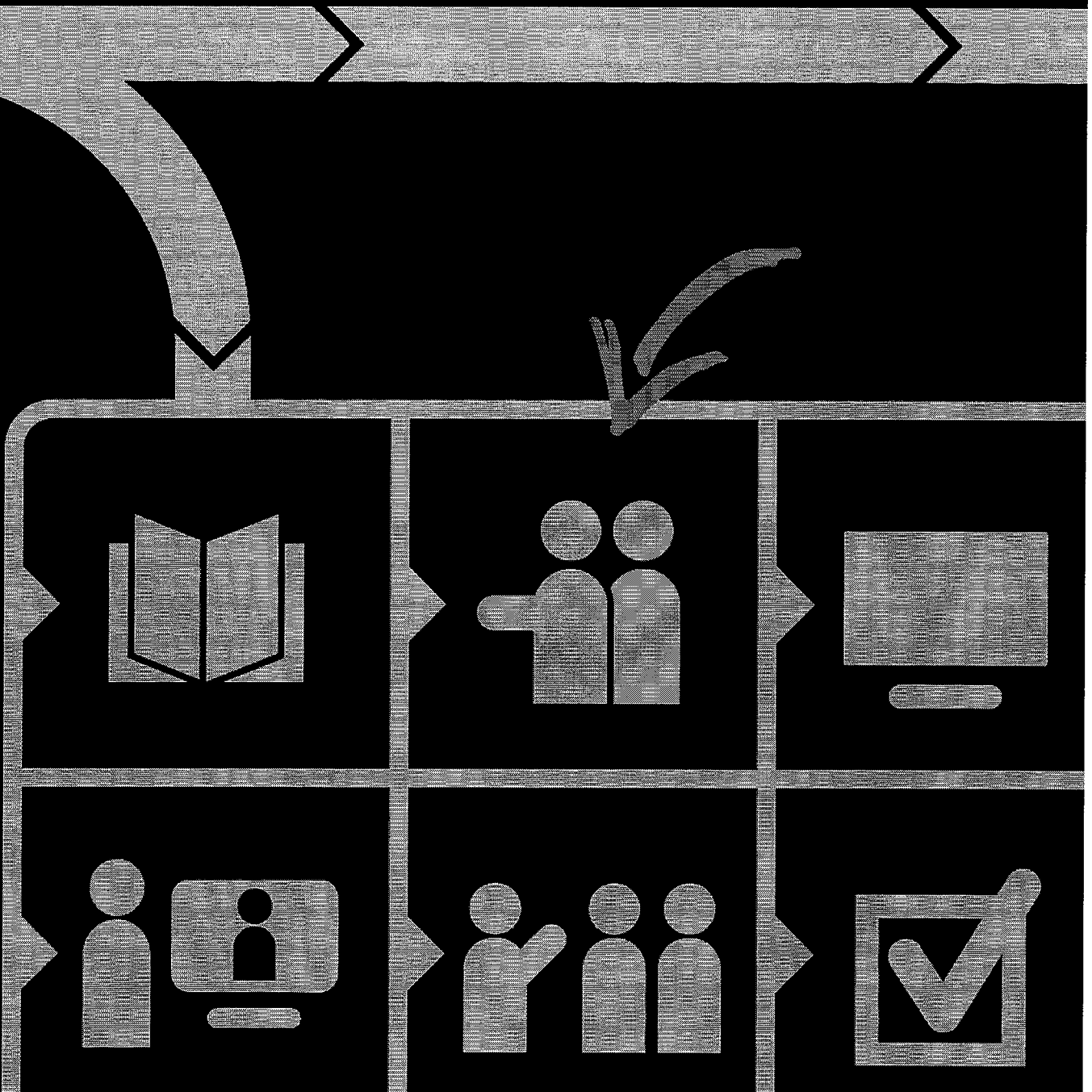
<i>Your course</i>	<i>On LMS</i>	<i>What you'll do</i>
Verification	0210	Print the Crew Trainer Verification Form for your Coach to verify you are fully trained as a role model, coach, teacher, and expert. You will be verified over the course of two to three shifts (peak and non-peak).
<input type="checkbox"/> 30m		
<input checked="" type="checkbox"/> 2h		

Note: You must be verified as a Crew Trainer before becoming a Shift Manager.



Shift Manager Learning Path

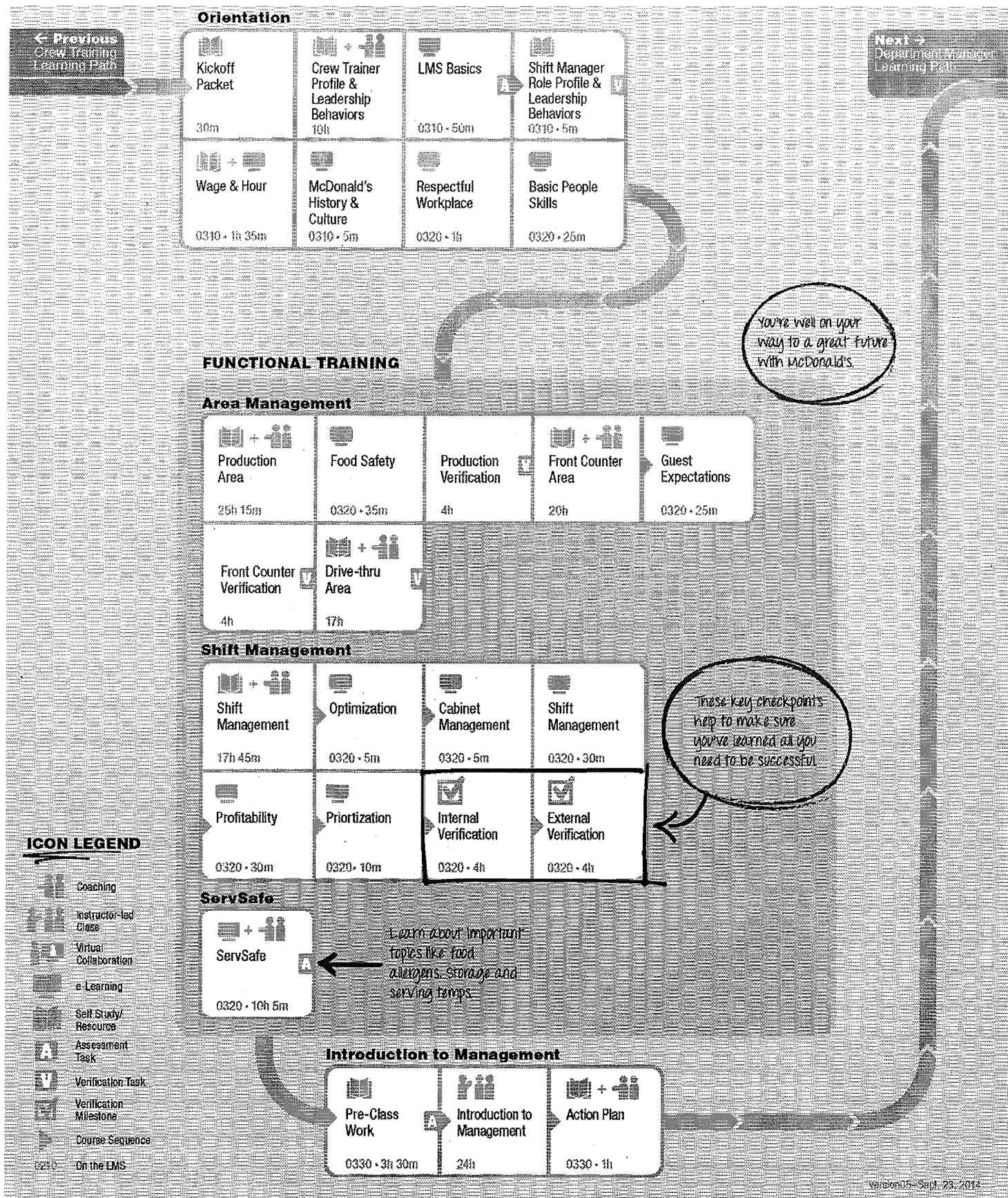
**Learn to manage teams that deliver
excellence and drive business results**



Shift Manager Learning Path

Roadmap

2







Shift Manager Learning Path

Learner's Guide

As Shift Manager, you're responsible for planning shifts, monitoring safety and security, monitoring performance, meeting quality standards, and driving restaurant profitability.












Orientation

<i>Your course</i>	<i>On LMS</i>	<i>What you'll do</i>
Kickoff Packet  30m	n/a	Receive a folder containing all the information you need to become a fully trained and capable shift manager.
Shift Manager Orientation  10h 		The Shift Management Orientation provides an opportunity for you and your coach to talk about your new role and performance expectations. In addition, you will learn some very important laws and policies that you will be able to use when making difficult management decisions.
LMS Basics 50m  45m  5m	0310	Review basic functions of the LMS, including how to launch a training session and register for a class.
Shift Manager Role Profile & Leadership Behaviors  5m 	0310	Review this important resource to be sure that you understand the responsibilities and expectations of the Shift Manager role, and the leadership behaviors you need to display.
Wage & Hour 1h 35m  5m  1h 30m (two parts)	0310	Become familiar with federal and state laws governing employee pay, which hours they may work, and which duties they may perform. Learn to distinguish who establishes policies and practices for your restaurant. <i>Note: As a McOpCo manager, you need to complete this compliance course each year.</i>
McDonald's History and Culture  5m	0310	Travel back (quickly!) through time and discover McDonald's history and culture—beginning in 1948!
Respectful Workplace  1h	0320	Learn to create and maintain the safe and respectful work environment each crew member deserves. Review McDonald's workplace policies, and learn to identify and address respectful workplace situations.
Basic People Skills  25m	0320	Cultivate the people skills you need to build trust and earn respect from the people you manage. Find out ways to communicate effectively with crew members, fellow managers, supervisors, and guests.





Shift Manager Learning Path**Learner's Guide** continued

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Area Management

<i>Your course</i>	<i>On LMS</i>	<i>What you'll do</i>
Production Area 25h 15m  7h 15m  2h + two to three 4h shifts  4h shift	n/a	Learn to ensure the product we serve is safe, meets quality standards (hot, fresh, tasty, and presented well), and reaches the guest quickly. Prepare to monitor the performance and positioning of crew, confirm proper equipment operation and settings, and supervise the flow and quality of product.
Food Safety for Shift Managers  35m	0320	Walk through how to complete the daily food safety checklist. Learn the importance and value of this type of procedural checklist in our restaurants.
Production Verification	n/a	Four hours on-the-floor
Front Counter Area 20h  2h  2h + two to three 4h shifts  4h shift	n/a	Learn to ensure your restaurant delivers high-quality, tasty products—quickly and with excellent, friendly service. Prepare to monitor the performance and hospitality of crew, confirm proper equipment operation and settings, and supervise order placing and assembly times to help your restaurant meet targets for total guest experience time at the front counter.
Guest Expectations  25m	0320	Find out what your guests expect when they visit your restaurant, and how to expertly handle guest service situations that may arise day-to-day.
Front Counter Verification	n/a	Four hours on-the-floor
Drive-Thru Area 17h  1h  Two to three 4h shifts  4h shift	n/a	Learn to ensure your restaurant delivers high-quality, tasty products with speedy, friendly service. Good drive-thru service requires high levels of speed and accuracy—once the guest pulls away, it's too late to fix. Prepare to monitor the performance and positioning of crew, confirm proper equipment operation and settings, and supervise the flow and quality of product.

Shift Management

<i>Your course</i>	<i>On LMS</i>	<i>What you'll do</i>
Shift Management 17h 45m  11h 30m  6h 15m	n/a	Find out how to devise and implement shift plans, and analyze your (and your crew's) performance after each shift. Understand what elements you can control to promote restaurant profitability, and how to control costs without sacrificing guest and employee satisfaction. Learn the tools and procedures you need to maintain a safe, secure environment in a variety of circumstances.
Optimization  5m	0320	Receive an outline of how equipment should be placed in your restaurant.
Cabinet Management  5m	0320	Quickly review how cabinet management works.






VOC4

Shift Manager Learning Path




Learner's Guide *continued*

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Shift Management *continued*

<i>Your course</i>	<i>On LMS</i>	<i>What you'll do</i>
Shift Management  30m	0320	Get tips on how to manage a shift effectively and appropriately react to scenarios you might encounter during a shift.
Profitability  30m	0320	Prepare for Intro to Management Class and learn the fundamentals of increasing profitability in your restaurant.
Prioritization  10m	0320	Learn to prioritize opportunities in your day-to-day work for creating Quality, Service, Cleanliness, and Value (QSC&V).
Internal Verification  4h shift	n/a	During a four-hour shift, confirm with your coach that you're fully trained and capable of running a shift by yourself.
External Verification  4h shift	n/a	Work with someone outside the day-to-day operations of your restaurant (owner/operator, business or operations consultant, or area supervisor) to confirm you're able to run the shift by yourself successfully.

ServSafe

<i>Your course</i>	<i>On LMS</i>	<i>What you'll do</i>
ServSafe 10h 5m  8h  2h  5m	n/a 0320	Hear from the National Restaurant Association about important topics like basic food safety, personal hygiene, cross-contamination, food allergens, food storage and serving temperatures, cleaning, and sanitation. Take a two-hour test at the end of the course. You must pass with a score of 75% or better before attending the Introduction to Management class.

Introduction to Management

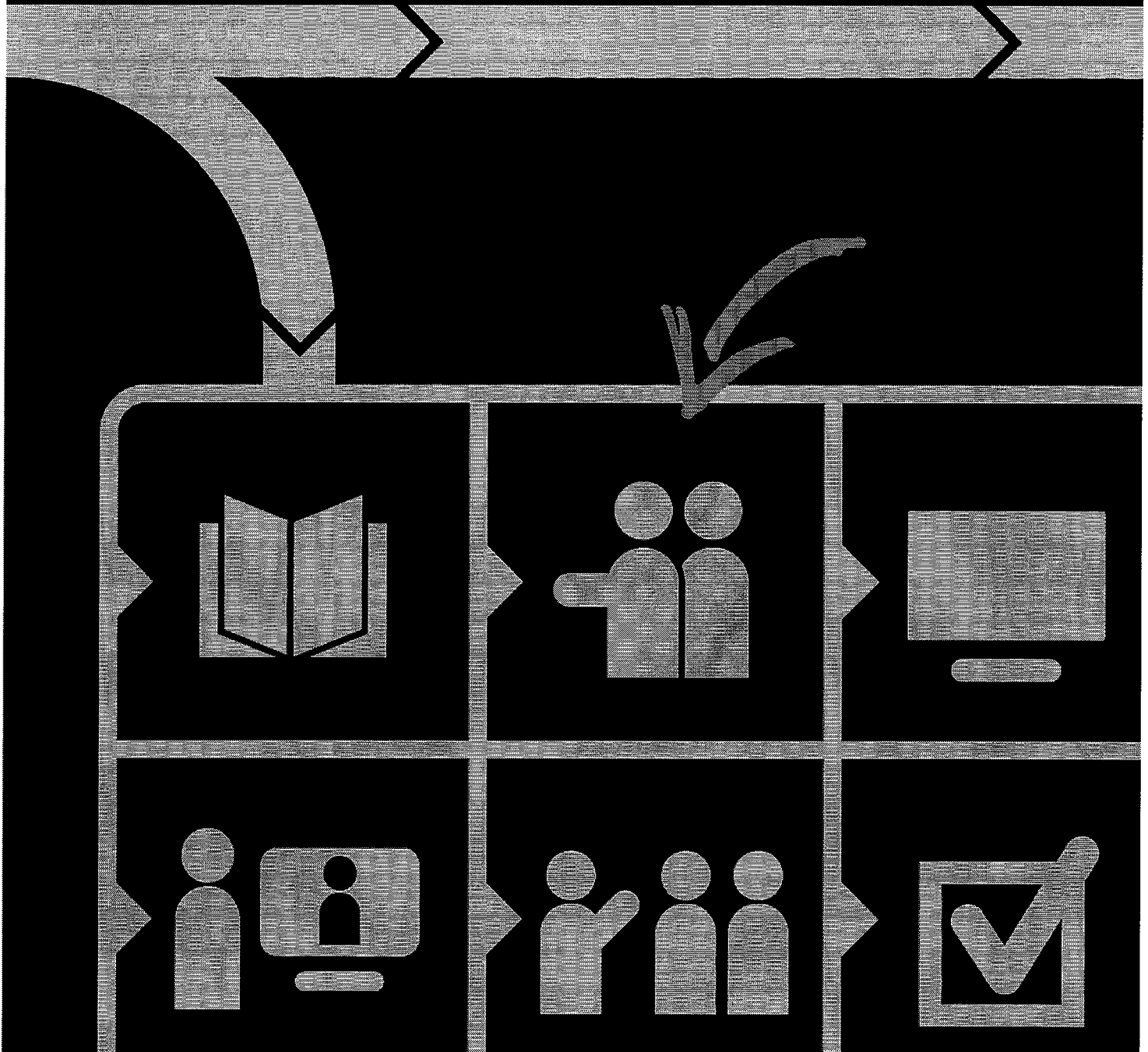
<i>Your course</i>	<i>On LMS</i>	<i>What you'll do</i>
Pre-Class Work 3h 30m  3h  30m	0330	Prepare, with the help of your coach, for a successful learning and growth experience at the capstone class.
Introduction to Management  24h	n/a	Attend a 3-day class in your region. Learn to think and manage in new ways that improve your restaurant's overall performance. Working individually and in teams, complete activities that help improve QSC&V, sales, profit, and people. Gain a better understanding of how your decisions impact your restaurant, organization, region, and the business.
Post-Class Action Plan  1h  4–6 weeks implementation	0330	Plan, with your coach, to successfully apply what you learned in the class.

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Department Manager Learning Path

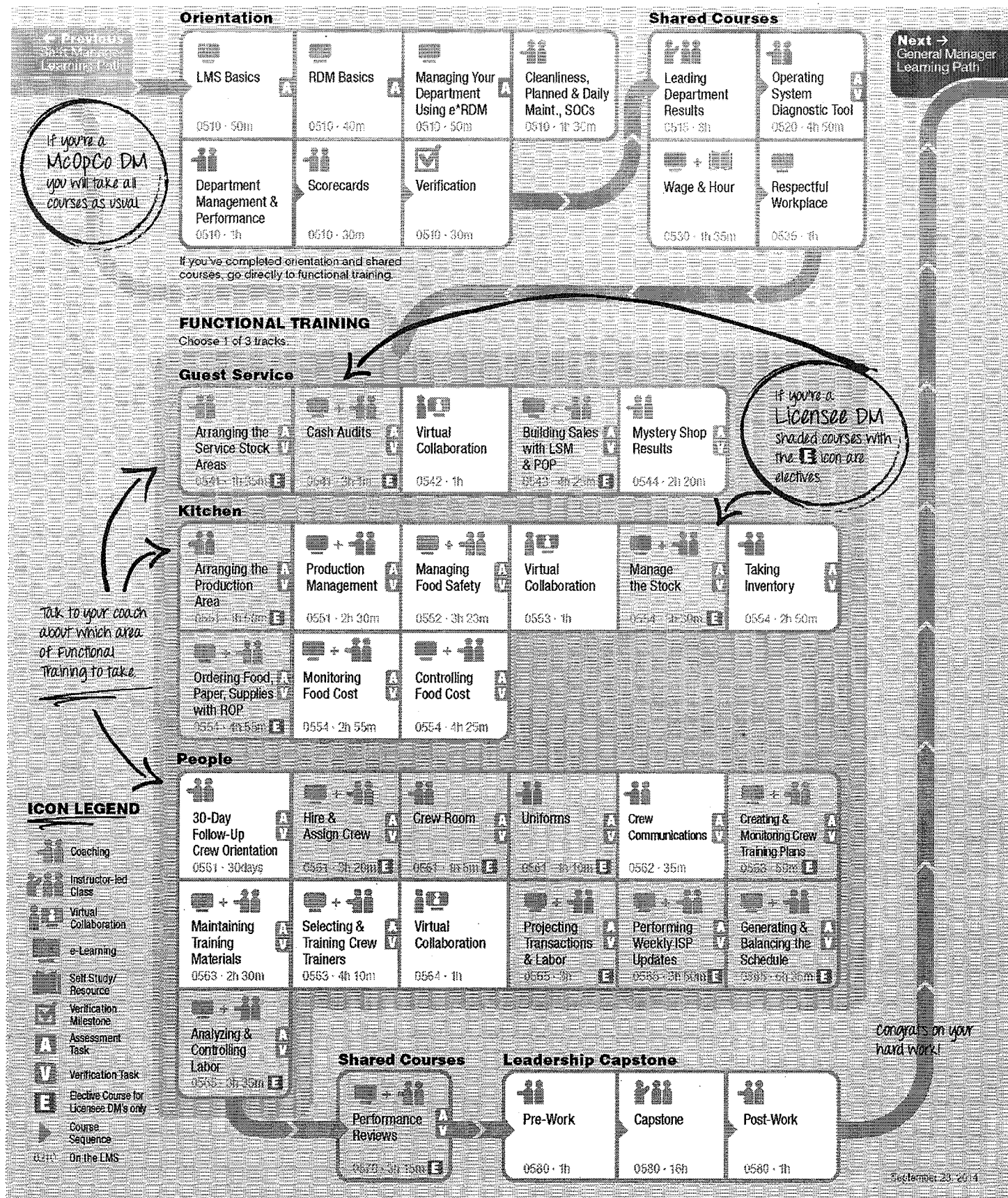
**Learn to manage the three departments of the
restaurant to achieve business results**



Department Manager Learning Path

2

Roadmap













Department Manager Learning Path

3

Learner's Guide

As a Department Manager, you play a key role in delivering outstanding restaurant results. You ensure the training and capability of the crew, smooth and efficient operation of the kitchen, and a clean, comfortable environment where guests receive top-notch service. This learning path prepares you for success in your role as Department Manager.

Orientation

<i>Your course</i>	<i>On LMS</i>	<i>What you'll do</i>
LMS Basics 50m  45m  5m	0510	Review the basic functions of the LMS, including how to launch a training session and register for a class.
RDM Basics 40m  35m  5m	0510	Get a glimpse into the structure, tools and steps of the Restaurant Department Manager (RDM) Curriculum, designed to help you become a more effective restaurant leader.
Managing Your Department Using e*RDM 50m  45m  5m	0510	Learn to use e*RDM to delegate tasks and SOCs, and to check your performance using Department Scorecards.
Cleanliness, Planned & Daily Maintenance, SOCs  1h 30m	0510	With your coach, walk through the process of using e*RDM to handle cleanliness, planned and daily maintenance, and SOCs. Learn to use e*RDM to define responsibilities, delegate tasks, monitor progress and resolve issues, and measure the results of your efforts.
Department Management & Performance  1h	0510	Be introduced to the most important processes and routines in your department. Prepare for weekly walk-thrus and manager's meetings. Learn to communicate department targets and performance to your team.
Scorecards  30m	0510	Learn to use Department Scorecards to monitor and report progress on your department's goals and objectives, how to enter department results in e*RDM, and how to use the Department Scorecards Support Tool when you need help. Understand the important link between Department Scorecard results and the overall results of your restaurant.
Orientation Verification  30m	0510	Verify, with your coach, that you've acquired the necessary knowledge and skills during orientation to move on to functional training.

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